Public Service Commissioner

ANNUAL REPORT 1987

Alberta

PERSONNEL ADMINISTRATION

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Alberta
PERSONNEL ADMINISTRATION

420 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-3664

Office of the Minister

Honourable Dr. David Carter
Speaker of the Legislative Assembly
325 Legislature Building

Dear Sir:

I have the honour to submit to you the Annual Report of the Personnel Administration Office for the year ending December 31, 1987.

Yours truly,

DR. IAN C. REID
Minister Responsible for
Personnel Administration

Alberta

PERSONNEL
ADMINISTRATION OFFICE

Office of the Public Service Commissioner

7th Floor, Kensington Place, 10011 - 109 Street, Edmonton, Alberta, Canada T5J 3S8 403/427-8116

The Honourable Dr. Ian C. Reid
Minister Responsible for
Personnel Administration
Room 420, Legislature Building
EDMONTON, Alberta

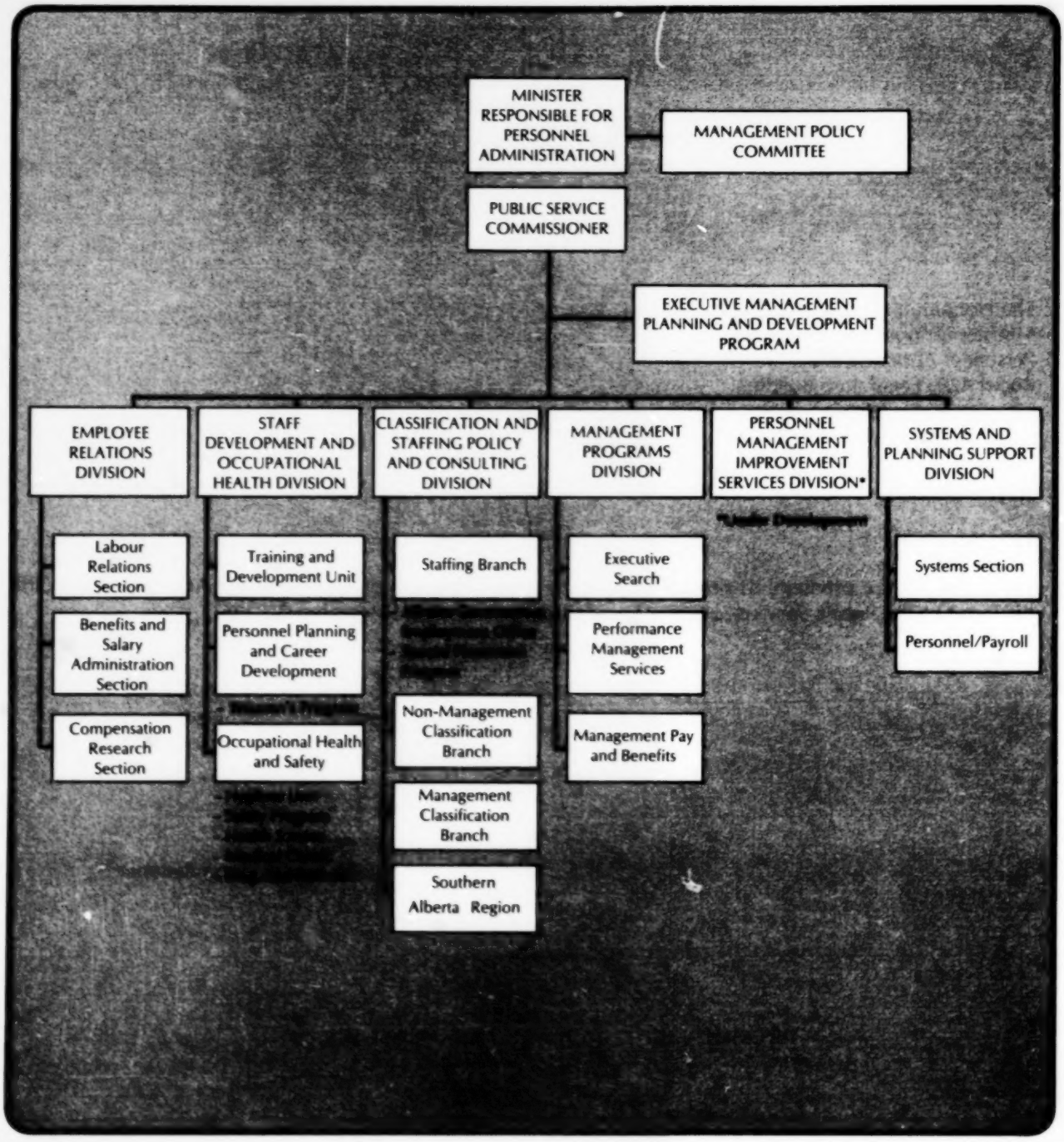
Sir:

I have the privilege to present to you the Annual Report of the Personnel Administration Office pursuant to the Public Service Act, for the calendar year ending December 31, 1987.

Respectfully submitted,

J.E. DIXON
Public Service Commissioner

Personnel Administration Office
Functional Organization
December 31, 1987



Personnel Administration Office Functional Statements

During 1987 an organizational review was conducted culminating in a new organization structure effective November 1, 1987. This new structure simply reflects the movement of the Office over the past several years from a control to a service orientation. The focus will be increasingly on providing leadership to meet the changing needs for effective personnel management, proactive policy development and providing expert or specialist advice. This is in addition to the continuing need to manage those functions that cannot be decentralized (e.g. Collective Bargaining) and to ensure effective and equitable overall personnel management in the Alberta Public Service.

The function of each of the Divisions identified in the accompanying Organization Chart is explained in the following functional statements:

Public Service Commissioner

Provides advice to the Minister and Government on personnel policy and legislation, and develops and administers systems to implement policies and practices. Advises and informs the Minister on all aspects of personnel administration. Manages a comprehensive personnel program which is implemented through Divisions of the Personnel Administration Office. Provides advice and assistance to departmental officials on personnel matters.

Employee Relations Division

Responsible for the negotiation and administration of collective agreements; the development and administration of benefit programs; and compensation research.

Management Programs Division

Responsible for the recruitment and selection of senior managers, for recommending and developing terms and conditions under which they are employed, and for providing management career development and performance management assistance.

Classification and Staffing Policy and Consulting Division

Responsible for staffing activities in the Alberta Public Service. Conducts a program to assist disabled citizens of Alberta to obtain meaningful employment in the Public Service. Responsible for the ongoing effectiveness of the classification plans. Provides a consultative and training service to departments on classification and staffing matters.

Staff Development and Occupational Health Division

Provides Training and Development Services to assist Departments in achieving effective development and utilization of their human resources consistent with the needs of individuals and the Alberta Public Service. Co-ordinates initiatives for female employees and provides career development assistance to departments through the services of the Career Planning Centre and the Resource Centre. Co-ordinates a service-wide occupational health and safety program aimed at protecting and maintaining the health of employees.

Systems and Planning Support Division

Responsible for the management of Systems, Personnel/Payroll and Human Resource Planning functions for the Personnel Administration Office. Special projects relating to finance and administration needs, or program development activities are assigned to this Division from time to time.

Personnel Management Improvement Services Division

Under development with the objective of providing an integrated and comprehensive review capacity to assist in ensuring the most effective personnel services throughout the Government.

Executive Management Planning and Development Program

This program is designed to encourage greater mobility at the Executive Manager level across the Alberta Public Service, to provide this group with increased opportunities for career growth, and in the longer term to develop a vehicle which will help meet the Alberta future needs for qualified senior managers. An Executive Management Planning and Development Committee of Deputy Ministers provides direction in the general strategies to meet these objectives as well as monitoring progress and recommending changes to the program as necessary.

Employee Relations Division

In 1987 bargaining continued on those Subsidiary Agreements still outstanding for the 1986-88 contract period. These three Subsidiaries proceeded to arbitration in 1987 and were awarded by the Arbitration Board increases of $62 per month for the vast majority of the included classes for the period April 1, 1986 to March 31, 1987 and 1.5% for the period April 1, 1987 to March 31, 1988.

The Joint Benefits Committee made up of representatives of the employer and the union spent several months reviewing the major employee benefits and agreed to several changes that will result in improved administrative and cost efficiency while at the same time providing employees with an improved benefit package at no additional cost to the Government.

Labour Relations

Collective Bargaining

The current collective agreement (Master and twelve Subsidiaries) remains in effect until March 31, 1988 and will continue thereafter until a replacement agreement is established. Collective bargaining with the Alberta Union of Provincial Employees centred on arbitration for three Subsidiary Agreements and salary re-opener negotiations for the other nine Subsidiary Agreements.

An arbitration board awarded a $62 per month increase effective April 1, 1986 (the same amount negotiated for nine Subsidiary Agreements), and a further 1.5% increase effective April 1, 1987 for three Subsidiary Agreements. The Employer and the Union subsequently reached agreement on a 1.5% salary increase, effective April 1, 1987, for seven of the remaining nine Subsidiary Agreements in the salary re-opener negotiations. Negotiations continue with respect to two further Subsidiaries. Preparation for negotiations for the next full collective agreement is also underway.

The Labour Relations section assisted the Alberta Research Council, the Alberta Alcohol and Drug Abuse Commission, and the Alberta Mortgage and Housing Corporation in their salary re-opener negotiations. Agreement was reached for a 1.5% salary increase for the first two Agencies and a $32 per month increase (equal to 1.5% of payroll) for the third Agency.

Grievances

During the course of 1987 there were 457 grievances filed at various stages of the grievance procedure. With a 38 case backlog of unresolved grievances from previous years the combined total of grievances to be processed in 1987 was 495, representing an approximate 10% increase from 1986.

Three hundred and ninety grievances were resolved at various stages of the grievance process. At year-end there were eight cases scheduled for hearing in 1988, with another 97 waiting to be scheduled. The total number of unresolved grievances at year-end was 105.

During the year a total of 54 cases were scheduled for hearing before the Public Service Grievance Boards. The parties adjourned 18 cases and the remaining 36 went to adjudication. Of these 36 cases, three were adjourned by the boards, 31 awards were issued (eight awards were carry overs from previous year) and 10 decisions are pending. Of the 31 awards, 15 grievances were denied, nine grievances were allowed, and seven decisions fell into the category of "other" - decisions dealing exclusively with preliminary or jurisdictional issues as opposed to the merits of the case, or where the decision of the board could not be viewed as being clearly in favour of either party.

Consulting Services

1987 saw the Consulting Services Branch increasing efforts to provide effective labour relations assistance and advice to Departments.

Contract interpretation and assistance with problem resolution with Departments continued to be the primary focus of this branch. Indirect services were provided through other branches of the Labour Relations Section, namely collective bargaining, grievance adjudication and training.

Quarterly seminars were offered to the personnel community in both Edmonton and Calgary, and Departments were encouraged to become involved in the presentations and discussions on topics such as no smoking policies in the workplace, natural justice, sexual harassment, and position abolishment. This forum also enabled the branch to review recent grievance adjudication decisions, provide updates on collective bargaining and discuss contract interpretations.

The interpretation manual for the Master and Subsidiary Agreements was finalized and distributed to the members of the personnel community to assist in their day to day administration of the collective agreement. The branch continued to monitor and record contract interpretation requests, and this process will assist in keeping the manual current and provide input into bargaining proposals.

As part of the mandate to assist departments in resolving labour relations problems, the branch continued to meet with the Alberta Union of Provincial Employees on a regular basis to attempt to resolve contentious issues.

Training

The focus of Labour Relations training continued to be on the development and delivery of programs for personnel practitioners and line managers. Labour Relations Consultants were involved in all aspects of training with emphasis on tailoring programs to the specific needs of the requesting department and ensuring the consistent application of labour relations practises throughout the Alberta Public Service.

During 1987, the branch developed and successfully piloted several new programs: a program for line managers on Managing Absenteeism and two programs for personnel practitioners, The Grievance/Adjudication Process, and Absenteeism & Non-Culpable Dismissal. In addition, the branch presented several labour relations information seminars to personnel practitioners on the following subjects: Natural Justice, the Charter of Rights, Proof of Illness, Sick Leave Benefits, and AIDS in the Work Place.

The Labour Relations Section continued to provide resources for programs advertised through the Staff Development and Occupational Health Division Calendar of Services. These programs included: Understanding the Collective Agreement, Managing the Unsatisfactory Performer, and Management Development (Employee Relations Module).

To assist departments cope with reduced training and travel budgets, the branch increased its emphasis on the delivery of in-house programs. Program materials were made available to the requesting department. Consultants delivered the programs to the department at no cost and departmental personnel practitioners were encouraged to participate in the design and co-delivery of the programs. This approach also supported departments in the development of their own resources for future in-house delivery of the programs.

Compensation Research

Throughout 1987, the Compensation Research Section's activities centered around the ongoing collective bargaining process, beginning early in the year with preparations for scheduled arbitration hearings. Extensive research that began in 1986 formed the basis of the economic-compensation portion of the employer's arbitration brief prepared by the Section, with staff providing resource support to the employer's representative at the hearings throughout the process. Later in 1987, the Section's efforts focused on providing negotiations support for Subsidiary wage re-openers, following the conclusion of the arbitration hearings in October.

The Section continued to monitor and analyze the economic environment and market trends throughout the year, with an emphasis on the timely collection of data used in compensation determination for both bargaining and non-bargaining groups. Early in 1987, the Section completed an update of market information and preparations began mid-year to enhance information gathering techniques for a comprehensive market review planned for early 1988.

Major projects in 1987 included an in-depth review of part-time committee remuneration practices among departments. In its role as representative of the Alberta Government, the Section participated in a major compensation information exchange with the federal Pay Research Bureau, thoroughly examining previously established job matches, and subsequently integrating the data transfer process into the new Alberta Personnel Information Cross-Government system.

A high level of service activity was maintained throughout the year, with Section resources committed to responding to numerous compensation surveys and enquiries from a wide variety of employers, providing advice and assistance on request to various Crown boards and agencies and providing recommendations on part-time committee remuneration.

Employee Relations Division

Benefits and Salary Administration

Group Life Insurance Plans

These plans provide basic group life insurance coverage for insured employees up to certain established maximums, including a 24-hour-a-day accidental death and dismemberment insurance (A.D. & D.). The employer and employee share the premium costs. Optional employee-paid dependents' life insurance coverage, providing benefits to an employee in the event of the death of a spouse or dependent child, is also available. Insured managers and other excluded employees may also purchase optional life insurance with the total premium paid by the participating employee. Retiring employees who begin to receive their public service pension are provided with $3,000 paid-up life insurance coverage.

The group life insurance plan for bargaining unit employees paid basic life insurance benefits to the beneficiaries of 64 deceased employees during the policy year ending March 31, 1987. The average claim paid was $60,470. In addition, six claims were paid under the A.D. & D. coverage averaging $69,830 per claim. Under dependents' life insurance, 17 claims were paid amounting to $74,000. A total of 304 retiring employees each received the $3,000 paid-up life insurance coverage while benefits were paid due to the deaths of 79 retirees.

The group life insurance plan for management and other excluded employees paid nine claims averaging $104,670 per claim; one death was due to an accident resulting in an additional benefit payment of $36,000. The optional life insurance part of the plan paid benefits to three beneficiaries totalling $195,000. A total of 115 retiring employees received the $3,000 paid-up life insurance coverage while benefits were paid due to the death of 10 retirees. There were five dependent death claims which resulted in total benefits of $22,000 being paid to the employees' beneficiaries.

Travel-Occupational Accidental Insurance Plan

This insurance covers employees who are not covered under the Group Life Accidental Death and Dismemberment Insurance Plan. The plan provides benefits for death or dismemberment in the event accidents occur while employees are performing their duties or travelling on authorized government business. The amount of insurance benefit is equal to four times the insured employee's salary to a maximum of $100,000. During the year, two accidental deaths occurred resulting in claims totalling $140,000 under the Plan.

Long Term Disability Plans

These plans provide an income replacement program for employees who become unable to work because of long term illness. Eligible employees are entitled to a benefit of 70% of salary up to a specified maximum. Before benefits can be obtained, approval is required by an independent third party claims adjudicator. Contributions to the plan are shared on a 50/50 basis by bargaining unit employees and the employer.

At the end of the 1986/87 period (March 31, 1987) there were 693 employees receiving benefits from the plan. During 1986/87, 313 claims were approved, while 39 were declined. Of the 354 employees who came off the plan during the year, 175 returned to their own or similar work, 32 returned to gainful or rehabilitation employment, 111 retired and 36 died.

The plan was amended in late 1987 to provide for greater emphasis on and early determination of rehabilitation and retraining opportunities for employees capable of undertaking such programs.

Dental Program

The program consists of two plans, one providing coverage for bargaining unit employees and the other for management and other excluded employees. Both plans are funded by the employer. Coverage under the plans begins after an employee has served one year of continuous service. In each case employees are reimbursed a portion of eligible dental expenses that they and their dependents incur up to certain specific maximums. Additional optional coverage, which increases the portion of dental expenses reimbursed and removes the maximum reimbursement level, is available to management and excluded employees at their own expense.

For the calendar year ending December 31, 1987, the bargaining unit plan paid out $7,037,440.92 in claims while $2,607,653.43 was paid on behalf of employees in the management and excluded plan, including the optional dental coverage.

Extended Medical Benefits Plan

The Extended Medical Benefits Plan provides for reimbursement of 80% of the cost of prescription drugs. Other insurable medical expenses not covered by the Alberta Health Care Insurance Plan are also covered. The Plan has a $15.00 annual deductible. Monthly premiums are shared equally by the employer and each participating employee.

The total claims paid during the benefit year ending June 30, 1987 amounted to $4,971,490. Effective November 1, 1987 the premium rates were increased as a consequence of increases in claims and medical costs.

Early Retirement Incentive Program

Participants in the special Early Retirement Incentive Program (ERIP) may continue to be insured under four employee benefit plans (Group Life Insurance, Dental, Extended Medical Benefits, Alberta Health Care) for sixty months after their retirement date or until age 65, whichever occurs first. Continued coverage under those plans, for the approximate 1,600 retirees who participated in the program, is administered by Benefits and Salary Adminstration.

Management Programs Division

During the year the division, formerly the Management Services Division, underwent a number of changes associated with the November 1, 1987 reorganization of the Personnel Administration Office. The most significant of these changes were the transfer of responsibility for management classification out of the division, the transfer of responsibility for the employee performance appraisal system into the division, and the addition of an increased emphasis on management development including career assignment, job rotation and secondments.

Executive Search

This section, formerly known as Executive Search Planning and Development, is responsible for providing a recruitment service to departments in staffing senior management positions and for developing systems, procedures and services to facilitate developmental initiatives for the management group with particular emphasis on the Manager and Senior Manager classes.

The staffing activity in the section increased from 21 competitions in 1986 to 33 in 1987, 16 of which were still in progress at year end. The increase can be attributed to normal turnover, department re-organization and the Early Retirement Incentive Program.

Fifty-eight percent of these competitions were advertised as open to all interested candidates, 30% were limited to government employees only and 12% were limited to departmental employees only.

Nineteen of these positions were at the Executive Manager I level and nine were at the Executive Manager II level. In addition, assistance was provided in the staffing of five Senior Official positions. Of the 17 positions staffed at year end, 11 or 64% were filled by internal candidates.

Positions exempted from the competition process totalled 18. Ten positions were filled by lateral transfers, six represented promotional opportunities while two represented demotions.

Consultative services were provided to departments in the selection of external executive search consultants for specific search assignments. As a new initiative, guidance was provided to departmental personnel staff in staffing senior manager positions using the executive search process.

As one of the new divisional objectives to put more emphasis on management development, a position was established in the section to concentrate on the development of policies and initiatives in this area.

The section was a resource to the Executive Management Development Program. Specific activities included liaising with the program co-ordinator when staffing executive positions and conducting assessment interviews with Executive Managers recommended by the program for an executive assignment.

The section coordinated Alberta's involvement in the Western Career Assignment Program which is designed to identify, assess and develop high potential middle managers for more senior level responsibilities. The program supports Alberta's management development initiatives by providing specific managerial training in the educational phase and through subsequent work assignments addressing developmental needs identified through assessment and departmental input.

The section was also active in working with Interchange Canada on developmental assignments through that program as well as working with departments on developmental assignment opportunities.

Performance Management Services

In recognition of the emerging emphasis on effective performance management practices, the former Consulting & Liaison Services Section became the Performance Management Services Section on November 1, 1987. Establishment of a range of services to government departments was commenced, including consultation and training related to the design, maintenance, enhancement and evaluation of performance appraisal systems for all employee groups. As well, development of a planning capability to assist in the identification of appropriate human resource strategies for managers became a responsibility of this new section.

The Performance Management Services Section continued to provide policy development plus consultation and advice to government departments in the areas of staff relations, discipline, position abolishment, downsizing and the Code of Conduct and Ethics as they affect management and opted-out and excluded employees.

The section also directed the division's participation in the development and implementation of policies and information on downsizing, including the government's Employee Flexibility Program initiatives, and coordinated several intra and interdivisional projects.

Management Pay & Benefits

This section was responsible for all aspects of management pay, benefits, international service employment and contract employment, including the interpretation, maintenance and amendment of applicable regulations and guidelines.

Cabinet approved a compensation improvement package for the management group effective June 1. Salary ranges were increased by 1.5% and individual pay increases were awarded to managers on the basis of merit.

This year a number of changes were made with respect to pay and benefit policies and guidelines. A revised International Service Regulation was approved enabling departments who have posted staff to administer all the benefits and allowances to meet specific as well as routine circumstances. The ongoing administration of salaries for management employees was delegated to deputy heads to provide flexibility to departments to address their individual needs. Changes were approved for the employment contract guidelines for medical and dental officers to assist in recruitment and to achieve greater consistency with other types of employment contracts. Approval was also received this year to have participating Crown Boards and Agencies self-administer their continued participation in the Public Service Management Pension Plan.

For the first time, an employee benefit profile statement was developed and produced for managers which was favourably received.

Classification and Staffing Policy and Consulting Division

The new division coming into existence November 1, 1987, brought together the Staffing Branch, the Non-Management Classification Branch, the Management Classification Branch and the Southern Alberta Region, and will see the establishment of a new Staffing & Classification Consulting function.

The division's purpose is to ensure sound equitable classification plans and the acquisition of a qualified workforce by providing leadership in policy development, consultation and program services.

Management Classification

The Management Classification Branch is responsible for the classification allocation of all management positions within government as well as the overall administration of the management classification plan.

In 1987, a total of 1031 classification requests were reviewed and processed by the Management Classification Branch. Major classification activity occurred in the departments of Public Works, Supply and Services, Education, Economic Development and Trade, Energy, Forestry, Lands and Wildlife and Social Services. Of the 16 classfication appeals submitted to the Management Classification Appeal Boards in 1987, ten were denied by the Board and two were withdrawn. Two of the three appeals carried over from 1986 were denied. Four appeals have been carried forward to 1988.

In March 1987, Management Policy Committee of Cabinet approved further delegation of management classification decisions at the Manager and Senior Manager levels to Deputy Ministers of departments. Delegation was approved to take place on a phased-in basis to Deputy Ministers who wished to undertake the responsibility and who had agreed to the conditions of delegation. Much of the activity of the Management Classification Branch during 1987 dealt with the delegation of these decisions. The standards, procedures and data bases used in the management classification plan were refined and upgraded and the concept of key positions, used to anchor the classification plan across government departments, was introduced. As of December 31, 1987 delegation agreements had been signed with the departments of the Attorney General, Public Works, Supply and Services, Solicitor General, Public Affairs Bureau and Economic Development and Trade. As well, discussions were in progress with a number of other departments regarding the transfer of authority for management classification decisions.

The branch continued to emphasize its positive relationship with the personnel community. Joint involvement in organizational reviews and the delegation process are examples of areas in which the department personnel and line managers participated. Training in the management classification process continued to be offered to members of the personnel community on a regular basis.

Non-Management Classification

The Division is also responsible for the Bargaining Unit and Opted Out and Excluded Classification Plan. This responsibility is managed by providing program services to departments in their application of decentralized classification authority; maintaining and updating the classification plan to meet legislated objectives and user needs; maintaining and updating decentralized classification systems to assess the impact of delegated classification activity on the classification plan.

Program Services

DEPARTMENTAL SUPPORT

Classification Analysts continued to provide advice and service to a portfolio of government departments. Services provided included: advising on class usage; recommending on complex allocations; assisting in the preparation of briefs for classification appeals; responding to requests for new or revised class specifications; facilitating training needs; identifying position comparators and responding to specialized requests.

TRAINING

The Branch continued to enhance the expertise of those individuals administering the classification plan in the departments. Two scheduled classification courses were conducted for 46 line managers and personnel administrators. The classification training material has been revised and updated. Custom tailored training courses have been delivered in three departments to meet specific training needs for managers and supervisors.

APPEALS

The Classification Appeal Board for bargaining unit and opted out and excluded employees registered thirty-six (36) appeals in 1987, including 15 that were carried over from 1986. Ten appeals did not proceed to a hearing as follows: one was assessed as invalid by the Board; seven were withdrawn by the employees; one was granted by the Department and

subsequently withdrawn; and one was abandoned. Of the eighteen appeals that were heard, nine were granted by the Board and nine were denied. There are eight appeals carried over to 1988.

Classification Plan Review

Revised class specifications have been completed for eight classes and indepth class series reviews are in the final stages of development for the Systems Analyst and Motor Transport Officer class series. The Benchmark Manual and Benchmark Registry were reviewed and revised to assist departments in their allocation work.

The Bargaining Unit Employment Regulations covering position review requests and classification appeals were updated. The significant amendments reflect: decentralized classification; the establishment of a time certain period (180 days) to render a decision in response to a request for a classification review from an employee; and the inclusion of benchmarks as one of the entities the Classification Appeal Board can consider in making its decision.

Classification expertise and support were provided to the Labour Relations Negotiators in Collective Bargaining.

Decentralized Classification Systems

The Cyclical Audit, the fourth component of the Review and Reporting System for decentralized classification acitivity, was implemented in 1986 with audits conducted on randomly selected positions from across government within the Clerk, Clerk Typist and Word Processing Operator series. Overall, Cyclical Audits of these three class series identified no significant problems in the classification of positions. With input from the Cyclical Audit Review Committee, Phase II of the process commenced in the summer of 1987. The classifications audited were Administrative Officers and Research Officers. The results are currently being analyzed and are to be reported back to departments in early 1988.

The 1986 Annual Report on Decentralized Classification Activity for non-management positions was completed and forwarded to departments in 1987.

One of the Branch's goals for 1987 was to assess the Review and Reporting System presently in place and evaluate and update the objectives and process to effectively monitor the Classification Plan to ensure cross-service equity. This internal review is continuing.

Staffing

The Staffing Branch is responsible for recruitment and selection programs and coordinates position abolishment and referral of affected employees across government departments. The Branch provides assistance and consultation to departments in relation to the administration of redeployment and position abolishment.

The Branch's activities during 1987 once again focused on downsizing, position abolishment and coordinating the placement of employees affected by position abolishment into available positions within the Alberta Government. The 1987/88 position reductions resulted in 300 employees being served position abolishment notices. Sixty-seven of these employees have been placed in permanent positions, 136 have resigned, retired or refused offers of employment, 89 (37 of whom were placed in alternative positions) have had their rights for referral to existing vacancies expire, and eight retain their rights for referral to available positions.

The Position Abolishment Guidebook was revised to reflect changes in the position abolishment process and was re-issued to department personnel staff to assist them in dealing with employees affected by position abolishment. The Employee Handbooks on Position Abolishment issued last year were modified with input from personnel staff in departments and were made available to employees affected by position abolishment. The handbooks provide responses to typical questions asked by affected employees and contain information on benefits, job search preparation and counselling

resources available to them. A Position Abolishment Handbook for Line Managers was developed to assist managers by providing general information on position abolishment. It addresses questions often raised by managers facing staff reductions.

Half day seminars on position abolishment were presented by the Staffing Branch for personnel staff in departments involved in downsizing and position abolishment. Position abolishment processes were reviewed and personnel staff from various departments served as resource personnel and presented information on downsizing activities within their departments. Assisting affected staff locate alternate employment was also addressed.

As part of the Employee Flexibility Assistance Program introduced in January of this year, the Staffing Branch coordinated the Re-employment Counselling Program. The program was estabilised to assist employees whose positions had been abolished in initiating, planning and maintaining an effective job search. Participation in the program was voluntary and counselling was offered on either a group or individual basis. Counselling services were provided by private sector consulting firms. Topics covered included career and personal job prospect assessment, resume preparation, interview preparation, job referral assistance, development of individual search plans and financial planning. Thirty-four employees took part in individual counselling sessions and 115 employees participated in group counselling.

Staffing of entry level clerical positions was delegated to departments in November in order to enable applicants to apply directly to departments of their choice. Each government department now has the responsibility of recruiting staff to entry level positions in the following classes: Clerk, Clerk Typist, Clerk Steno, and Word Processing Operator. The Staffing Branch implemented a 24 hour 'Options' Hotline whereby applicants may call to receive information on entry level clerical positions currently available in government departments. A brochure entitled "Options in clerical positions with the Government of Alberta" was developed which provides information on clerical positions across government and outlines application procedures for these positions. A one day training session was held and a guidebook was developed in order to assist personnel staff in departments who will be administering the clerical recruitment program.

Personnel from the Staffing Branch presented a recruitment and selection training module for line managers and members of the personnel community. The training session focused on interview procedures and techniques.

Work Experience and Work Study Programs

The Work Experience Program is funded by Alberta Career Development and Employment and is designed to provide work experience for credit in an occupational area of the student's choice. Students in the Work Study Program are enrolled in a specific course and as part of that course's requirement must complete a field placement.

For the 1986/87 school year, departments identified 187 potential worksites for placement for work experience and work study students. A total of 186 student referrals were received which resulted in 163 placements. The program was unable to place 23 students due to lack of available worksites in the occupational area requested.

Special Placement

The Special Placement Program assists individuals who require specialized help to obtain work by providing them with an opportunity to acquire skills through work experience projects. Clients include those who are physically, emotionally or mentally disabled and individuals who are over age 45. In 1987, 57 percent of the clients assisted were either physically or emotionally/mentally disabled.

Previously, Special Placement work experience projects were primarily in the clerical field, but in 1987 placements have been made in a number of other occupational areas. For example, Special Placement has placed clients in positions such as drafting technician, teaching assistant, systems analyst, and research assistant. The expansion of occupational areas has provided additional placement opportunities for program clients.

Program staff were successful in referring four clients to Summer Temporary Employment Program (STEP) projects and seven clients to Priority Employment Program (PEP) projects which were specifically established for Special Placement clients.

Of those clients who completed work experience projects in 1987, 37 percent were successful in obtaining subsequent employment either with the Alberta

Government, or with other employers, 33 percent are employable and seeking employment, 15 percent are not interested in obtaining further employment, and 15 percent are considered not capable of competitive employment. In addition to one-month assessment and work experience projects, placements were made in permanent, wage, project and temporary positions with the Alberta Government, as illustrated in the chart entitled Special Placement Program Statistics 1987 on page 26 of this report.

Special Placement Program staff continue to foster a greater awareness of the program by participating in training programs for departmental personnel administrators to increase their awareness of the needs and abilities of disabled persons and to identify occupations suitable for these clients. Staff also work with other agencies which deal with disabled persons to assist program clients and clients of other agencies.

Southern Alberta Region

The Southern Alberta Regional Office, located in Calgary, provides varied personnel services to line management, departmental personnel offices, employees and the public within the Southern Alberta Region. All divisions of the Personnel Administration Office are represented, as well as the Minister's and Public Service Commissioner's Offices, as required.

As in recent years, the provision of assistance to departments in administering their downsizing and redeployment activities has continued to be a major focus throughout the past year. This has included interviewing and advising employees who have received notices of position abolishment, identifying suitable vacancies for their placement within the Public Service and interpreting regulations for department personnel offices.

In non-managment classification, staff serve as consultants to four large departments, Social Services, Community and Occupational Health, Energy, and Forestry, Lands and Wildlife. In addition, assistance was provided to Recreation and Parks and Attorney General in reviewing a large number of positions. During the past year, audits of positions in selected series have been conducted throughout the Southern Region to determine whether allocations in a decentralized classification system have been appropriate. Other projects include the preliminary work for several series reviews and an evaluation of the use of the Auditor series for comprehensive audit positions. The number of requests for management classification has been stable over the past year and consulting activity has expanded as departments prepare for further delegation of classification responsibility.

Staff continued to coordinate competitions and chair selection panels as requested by departments. The Chairman of the Recruitment Standards Committee, a member of the Regional Office staff, continued the development of new or amended recruitment standards and to provide interpretation of existing standards and their equivalents. Projects in the area of staffing included the development of a program for reviewing departmental activity and participation in a committee developing procedures for the delegation of staffing authority to line managers.

Community contacts have been maintained through membership in advisory committees, participation in salary surveys and consultation with municipalities, agencies and businesses. The Work Experience Program continued to be coordinated through the Regional Office, enabling students to gain valuable on-the-job experience. Service to departmental personnel staff in Southern Alberta was provided through the delivery of a seminar in position abolishment and the coordination of labour relations seminars as well as a presentation to discuss arbitration awards and issues in the next round of bargaining.

The Southern Alberta Regional Office was integrated into the new Classification and Staffing Policy and Consulting Division in November. As the mandate of this division is developed, staff look forward to new responsibilities in the upcoming year.

Staff Development and Occupational Health Division

The Division continues to offer a wide range of programs advertised through its training and development policies, programs and procedures manual.

The Alberta Public Service continued its policy of fiscal restraint during 1987 where training and travel budgets were reduced which impacted on the total number of training programs provided. This year 153 programs were offered which ranged from generic management development to programs designed to assist women in their career advancement.

The Occupational Health and Safety Branch continued to place Safety, Health and Hygiene and Mental Health Education as a priority. A comprehensive program for training services was offered to ensure that both employees and supervisors are aware of the workplace requirements in ensuring the health and safety of workers.

Training and Development

During the year the Training and Development unit was involved in providing consultative services which promoted and supported the implementation of the Human Resource Planning process and the Employee Performance Appraisal System within Departments.

In keeping with the goal for cost effectiveness and qualitative program administration for programs which are not part of the core management development series of programs, the administrative function of an additional five programs has been transferred to the Northern Alberta Institute of Technology and arrangements have been made with the University of Alberta to administer the delivery of seven managerial programs.

During 1987 the Training and Development Unit was involved in the following projects:

SENIOR EXECUTIVE DEVELOPMENT PROGRAM

This unique program for Executive Managers of the Alberta Public Service which commenced in 1987, is the result of a collaborative venture between this Division and the Business Faculty of the University of Alberta. The program conducted under the auspices of the University consists of a series of five modules that together form a comprehensive program of studies for today's Executive Managers. The topics of the five modules include:

- The Economic and Political Environment
- Human Resource Management
- Management Systems and the Management of Organizational Change
- Financial Planning and Control
- Legal and Social Environment

The "Economic and Political Environment" and the "Human Resource Management" modules were delivered this year and the remaining modules will be delivered early in 1988.

NEW TRAINING PROGRAMS

In response to needs identified by department managers who continue to undergo re-organizations and face the task of managing with shrinking resources, the following programs were designed and offered to intact work units in departments:

- Leadership for Change
- Supervising During Restraint
- Team Effectiveness
- Training for New Trainers

Two programs, "The Essentials of Organizational Development" and "An Overview of Staff Development and Training" were designed for the Personnel community.

REVIEW OF THE CORE MANAGEMENT DEVELOPMENT PROGRAMS

To ensure that the core management development series of programs meet the changing needs of Alberta Public Service Managers from feeder groups to Senior Managers, a review and report was completed. The review included a survey of past participants of these programs, interviews with 40 Senior Managers in the Government, and a survey of management development programs of other private and public sector organizations. The recommendations from this review will be used to direct the new design and re-design of the government core management programs.

IDENTIFICATION OF ALTERNATIVE TRAINING METHODS

In response to reduced training and travel budgets, this unit has collaborated with the training and development community during the past year to identify and research alternative approaches to training. As a result of this research greater emphasis has been placed on self directed learning methods and the Training and Development Resource Centre has made available to managers, audio and video

cassettes and self-study printed material related to management issues. The Unit has also experimented with use of video teleconferencing to present a management seminar.

Personnel Planning and Career Development

The Women's Program

The Women's Program was established in 1977 to "ensure that all groups of people have the same opportunities for employment or career development in the Alberta Public Service by providing measures to assist female employees to achieve their career potential."

During 1987 the program has been involved in a variety of activities:

- Development of a series of correspondence modules and information packages on a number of topics related to career planning.
- Provision of career planning assistance to employees through individual sessions, small group workshops and departmental training programs.
- Provision of a number of programs and courses including:
  - Courses for professional/technical level employees who plan to advance to supervisory and management positions.
  - "Entry" skills development programs, including Interpersonal and Organizational Skills for Clerical and Secretarial Staff.
  - Personal development programs - Preparing for the Job Interview, Career Development for Women, the Career Planning Process, Positive Communication - Increasing Your Influence.
  - Career Counselling Skills training for Personnel Administrators.
  - Human Rights workshops for line managers.
  - Orientation courses managed by the Personnel Administration Office to train new managers and personnel administrators.
- Monitoring other training and development programs in the Staff Development Training Calendar to ensure that all material equitably meets the needs of all employees.
- Continued expansion of the Resource Centre which is used by Women's Program departmental coordinators and, increasingly, by individual employees wishing to develop further their knowledge and skills.
- Consulting with agencies knowledgeable on issues which affect the workplace, such as the Alberta Human Rights Commission and the Women's Secretariat, and briefing supervisors, managers and executives on the implicit and explicit forms discrimination can take.

Occupational Health & Safety

The Occupational Health & Safety Branch continued to provide program coordination and support services aimed at preventing injuries at Government worksites and at protecting and promoting the health of employees.

Occupational Safety

The Occupational Safety Unit provides a resource service to departments in the areas of worksite evaluation, safety education, accident reporting and investigation, emergency evacuation, and consultation. In addition, the unit serves as a resource to the Government/A.U.P.E. Occupational Health and Safety Committee.

During the first part of the year, the Safety Unit completed a worksite level program evaluation pilot project. The information obtained from each evaluation was summarized in a report and forwarded to each participating worksite with the recommendation that it be used in future management planning and decision making. In view of the success of the project, departments are being encouraged to implement worksite audit programs.

Safety education continues to be a priority. A comprehensive program of training services was offered, aimed at ensuring that employees know how to perform their work safely and that supervisors and employees know how to meet safety requirements in the workplace. Research was initiated on distance delivery alternatives for safety education courses to determine whether cost effectiveness could be improved.

A major responsibility of the Safety Unit is providing direct assistance and consultative service to those departments without Occupational Health and Safety professionals on staff. In 1987, these services included worksite inspections and audits, hazard evaluation, on-site training and orientation, interpretation of occupational health and safety legislation, resourcing joint health and safety committees, and providing advice on resolving valid concerns.

A key strength of the safety program continues to be the willingness of management and the Alberta Union of

Staff Development and Occupational Health Division

Provincial Employees to work together cooperatively towards improving safety in the workplace. This is demonstrated through the continuing operation of the various joint health and safety committees. The Government/A.U.P.E. Committee advised on a number of program issues including Public Service accident/injury rate reduction, worker wellness, office environmental factors, and accident prevention awareness during Canadian Occupational Health and Safety Week. Departmental and Joint Worksite Health and Safety Committees also continued to function and advise on program issues and worksite concerns.

Hygiene

The Occupational Hygiene section continued to provide technical advice and support to assist departments in minimizing potential health hazards at worksites. Approximately 120 indepth worksite surveys were conducted for departments in 1987. Surveys included assessment of the worksite environment together with recommendations for corrective action where necessary.

A further 150 Chemical Safety Data Sheets were prepared in 1987 and distributed to departments. Chemical Safety Data Sheets included information on the potential health effects of products, safe handling procedures, storage, first aid, emergency fire and spill procedures.

Hygiene bulletins were prepared and distributed on a number of topics including Floor Cleaning in Repair Shops, Workplace Hazardous Materials Information System (W.H.M.I.S.), Indoor Air Quality, Formic Acid - a Potential Hazard, and Safe Handling of Perchloric Acid and Perchlorates. In addition, several brochures in an information series for employees were published including: An Introduction to the Hygiene Program, Chlorinated Hydrocarbon Solvents and Right to Know: Working with Hazardous Chemicals.

The section was active in coordinating educational seminars for departmental Occupational Health and Safety coordinators and Occupational Health Nurses. In 1987, several workshops on environmental monitoring were offered as well as a seminar on the Workplace Hazardous Materials Information System (W.H.M.I.S.).

The section continued to review proposed plans for new and upgraded facilities for offices, woodworking shops, museums and research facilities.

During the year a W.H.M.I.S. coodinator was appointed to initiate the training component of the new program and to disseminate chemical hazard information. Also a long term project involving the micro computerization of chemical safety data information was initiated with the purchase of a new Compaq 286 computer.

Occupational Health Service

The Occupational Health Service develops and implements programs to assist departments in controlling Occupational Health risks and to protect and promote the health of employees.

Legislated health screening programs continue to be a high priority. Employees potentially exposed at work to health hazards such as noise, silica, asbestos, mercury and pesticides are included in ongoing medical surveillance and health hazard education programs. Occupational Health nurses conducted 1,148 worksite visits to observe work practices and the working environment and to consult with departmental Health and Safety Coordinators, managers and employees on matters related to employee health.

In addition, 179 preplacement and periodic examinations were conducted at the request of departments for selected occupational groups including Helitack crews, scuba divers, certain heavy equipment operators, pesticide emergency response crews, waste management control operators and inspectors, and building maintenance and repair operators.

The Occupational Health Service continued to offer health education programs to assist departments in protecting and promoting employee health. Worksite education aimed at prevention of back injuries was expanded in 1987. Other high demand health education topics in 1987 included sessions on the health factors related to video display terminal operation, lifestyles, heart attacks and high blood pressure, smoking, and nutrition.

In cooperation with a number of departments, a pilot Personal Health Assessment program was conducted. One hundred forty-seven employees participated in this program aimed at identifying health risk factors in selected employee groups and at helping participants recognize how poor health habits and lifestyle factors can affect their personal health.

An internal evaluation of the Occupational Health Service was carried out in 1987. A number of recommendations have been made for review and discussion with departments during 1988.

Annual program statistics are on page 24.

Staff Development and Occupational Health Division

Medical Consultant

The Medical Consultant conducts and coordinates the medical aspects of the various Occupational Health and Safety programs and provides consultation to departments in the area of occupational medicine. Key activities in 1987 included coordination of 179 medical examinations for selected at-risk occupational groups and the convening of 46 employee medical reviews at the request of departments.

Diagnostic & Referral Service

1987 was a year of subtle but significant change in the requirement for behavioural health services for the Alberta Public Service. Like other members of society, government employees were affected by the increasing and intense shift in social and family patterns, the consequences of economic downturn, the obsolescence of certain jobs, and new educational requirements for employment. The efforts of various government departments to reorganize their priorities and achieve greater performance efficiency also produced adjustment stress for many employees. At the same time, there was greater awareness of the relationship between physical and psychological health, with the resulting desire to have personal and workplace conditions that were conducive to health. However, this was also the time when community resources involved in the treatment of psychological problems and the promotion of behavioural health were undergoing reductions in their services for economic reasons.

The Diagnostic and Referral Service attempted to respond to these demands in a positive manner. The diagnostic and assessment aspect of work with clients was judiciously expanded to include therapeutic and counselling support for clients whose problems could not be treated effectively at another clinical agency. This was an important and essential modification in service, and although the number of clients served at the Diagnostic and Referral Service in 1987 increased by only 4.6 percent over the previous year, the scope and complexity of clinical function was expanded. The D. & R.S. also became considerably more accessible to management in helping to minimize psychological stress to employees affected by policies of fiscal restraint and organizational change. A number of seminars were given to employees to cope with the effects of job loss and redeployment. Similarly, the Diagnostic and Referral Service provided seminars in response to specific situations with implications for behavioural health. For example, seminars were given to management on Reintegrating Employees after Behavioural Illness Leave, Preventing Burnout in the Workplace, and Optimizing Employee Performance. In addition to existing workshops on Stress Education and Combating Stress in the Workplace, the D. & R.S. developed and offered new seminars on Human Relations Effectiveness, and Appropriate Assertiveness.

In terms of diagnostic assessment and therapeutic support to employees during the year 1987, there were 519 referrals to the program: of these 419 (81%) were first time referrals, whereas 100 (19%) were repeat referrals. 264 (51%) of these clients came from Edmonton, 149 (29%) from Calgary, and 106 (20%) from other parts of the province. The Diagnostic and Referral Service maintained its direct clinical and preventive-educational services in Grande Prairie, Peace River, Red Deer and Lethbridge. Efforts were also made in maintaining professional relationships with psychiatric and other clinical resources in Edmonton, Calgary, and other parts of the province. Government publications were used to inform Public Service employees on services available to them from the Diagnostic and Referral Service.

Systems and Planning Support Division

Systems

The development of the APIX (Alberta Personnel Information System, Cross-Government) System continued during the year with implementation of the following facilities:

- On-line inquiry access to employee entitlement data
- On-line inquiry to employee deduction data
- Departmental transaction report facilities

There are currently 22 departments which have acquired on-line access to the APIX System. During the next year, cross-government implementation of the Staffing component is scheduled to commence and the Position/Employee history facility is also planned for implementation during 1988.

The Absent Time Reporting System is being utilized by 29 departments. A number of user requested enhancements are expected to be complete during calendar year 1988.

Employee Flexibility Assistance Program

On January 12, 1987 a major new initiative was announced, the purpose of which was to provide positive alternatives to departments and employees who were affected by the Government's downsizing efforts. The program, effective from January 15, 1987 to March 31, 1988, consists of three parts.

Early Retirement Incentive Program
This program was offered on a one-time only basis and provided to employees aged 55 or over, with a minimum of five years pensionable service if they retired, a lump-sum payment of three to twelve months salary, plus continued participation in group benefit plans for five years or to age 65. This program was quite successful and is of significant assistance in downsizing efforts.

Redeployment Counselling Program
Private sector counselling firms were engaged to help employees who had received position abolishment notices on an individual and group basis in initiating and maintaining an effective employment search. The main purpose of this program was to ensure that these individuals could re-enter the job market as quickly as possible.

Employment Options Program
This portion of the Program encouraged greater use of voluntary job sharing arrangements where possible and provided flexibility for employees to take voluntary extended leaves of absence for up to one year while protecting their position status and salary on return.

Statistics

Occupational Health Service Statistics 1987

	Grande Prairie	Edmonton	Red Deer	Calgary	Lethbridge	Total
Preventative Screening Programs						
Audiometric Tests	192	980	216	466	188	2,042
Pulmonary Function Tests	9	35	3	10	18	75
Medical Surveillance - Lead	7	11	—	28	9	55
Medical Surveillance - Pesticides	—	33	1	4	24	62
Medical Surveillance - Mercury	—	14	—	—	—	14
Blood Pressure	241	4,467	359	544	440	6,051
Personal Health Assessments	—	102	24	20	1	147
Total	449	5,642	603	1,072	680	8,446
Medical Examinations Programs						
Preplacement	1	88	—	—	1	90
Periodic	4	62	1	20	2	89
Total	5	150	1	20	3	179
Worksite Visits						
General Visits	35	483	148	253	99	1,018
Health Evaluations	—	51	15	21	6	93
Joint Health Evaluations	1	14	4	8	10	37
Total	36	548	167	282	115	1,148
Health Promotion						
Number of Presentations	9	186	52	97	18	362
Attendance	208	2,567	1,021	1,313	366	5,475
Patient Care						
Occupational Health Nurses	182	571	412	167	188	1,520

Occupational Health and Safety Program 1987

Program	Number of Courses	Number of Participants	Days of Duration	Training Days
Assertiveness & Emotional Stability	1	30	2	60
Chainsaw Safety, Use and Maintenance	2	27	1	27
Combating Stress in the Workplace	2	29	1	29
Coping With Stress	2	56	2	112
Defensive Driving	2	34	1/2	17
Emergency Modular First Aid	8	160	1	160
Emergency Roadside Survival	1	17	2	34
Human Relations Effectiveness	1	20	2	40
Hydrogen Sulphide Alert	1	9	1/2	4.5
Implementing Safety Practices (A)	1	9	1	9
Implementing Safety Practices (B)	1	10	2	20
Joint Worksite Health and Safety Committee	2	27	2	54
Laboratory Safety	1	18	2	36
Managing The Troubled Employee	1	33	1/2	16.5
Self-Contained Breathing Apparatus	3	58	1/2	29
Small Craft/Water Survival	2	34	1	34
Standard Conventional First Aid	3	82	2	164
Standard Modular First Aid	1	14	2	28
Standard Multi-Media First Aid	2	25	2	50
Trenching/Excavation	3	53	1/2	26.5

Special Placement Program Statistics 1987

New Clients Accepted To The Program:	61
Clients Accepted From Previous Year:	37

Categories of Disadvantaged:	Physically Disabled	40%
	Emotionally/Mentally Disabled	17%
	Over Age 45 Years and Lack Recent Work Experience	25%
	Over Age 45 Years and Re-entering Labour Market	18%

Placements:*	Type of Positions:	
	Work Experience	52
	Wages	6
	PEP/STEP	14
	Temporary	5
	Permanent	1
	Assessment	9

Interviews:	Initial (Clients)	Follow-up (Clients)
	91	138

*These figures do not include disabled persons hired who did not require the assistance of this program.

Staff Development Leave 1987

Department	Course Subsidizations	Education Leave
Advanced Education	29	3
Agriculture	731	14
Alberta Public Safety Services	21	0
Attorney General	116	1
Auditor General	37	0
Career Development & Employment	116	1
Chief Electoral Office	3	0
Community & Occupational Health	459	1
Consumer & Corporate Affairs	85	0
Culture and Multiculturalism	222	1
Economic Development & Trade	119	0
Education	60	3
Energy, Forestry, Lands & Wildlife	200	0
Environment	383	0
Executive Council	14	0
Federal & Intergovernmental Affairs	3	2
Hospitals and Medical Care	137	0
Labour	43	3
Legislative Assembly	3	0
Municipal Affairs	89	0
Personnel Administration Office	34	0
Public Affairs Bureau	11	1
Public Works, Supply & Services	150	0
Recreation & Parks	202	0
Social Services	859	6
Solicitor General	623	0
Technology, Research & Telecommunications	6	0
Tourism	6	0
Transportation & Utilities	654	1
Treasury	234	1
Total	**5,649**	**38**

NOTE: An employee who receives financial assistance while on staff development leave may be required to fulfill a return service commitment with the Government as set out in the Staff Development Leave Regulations.

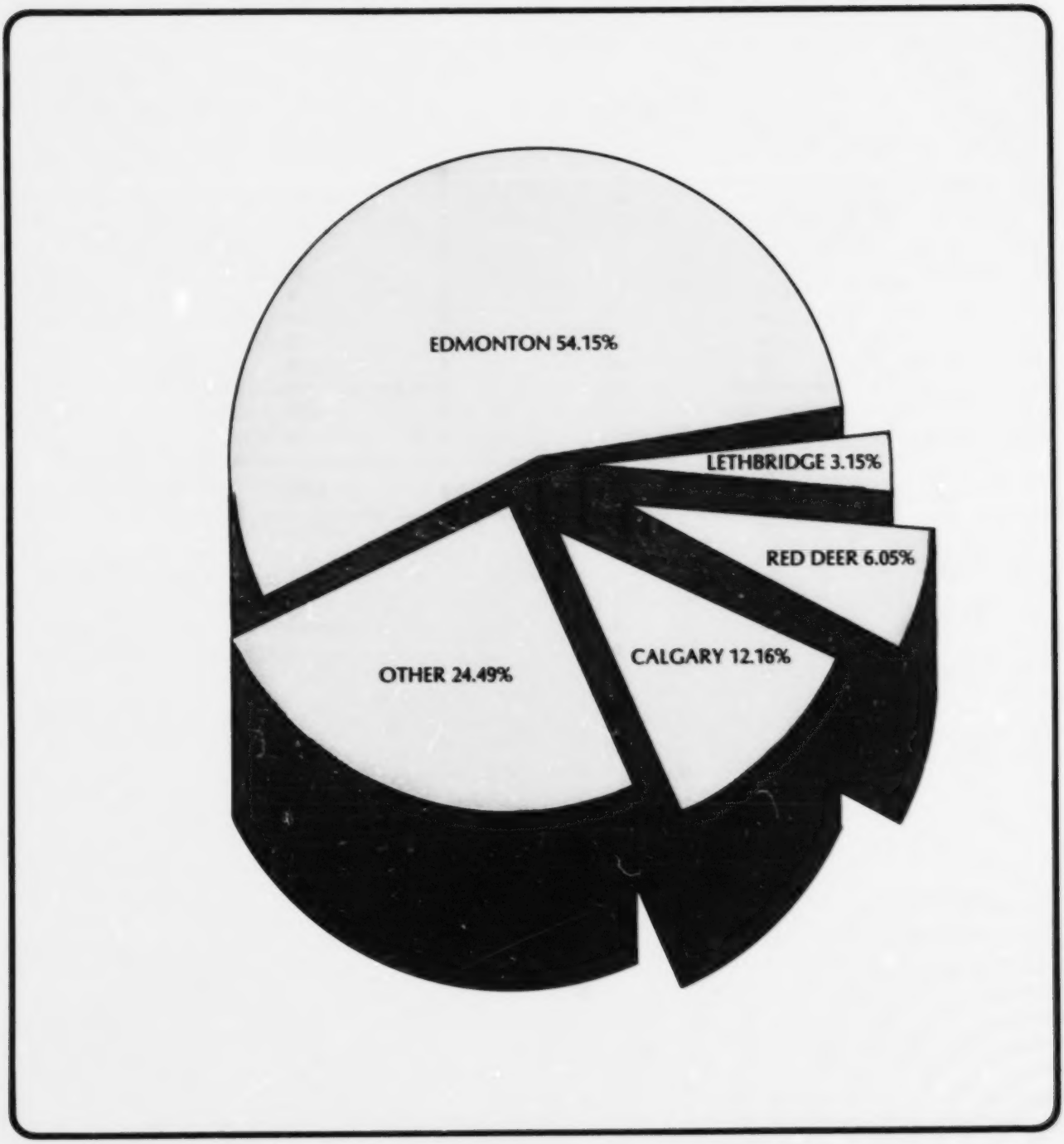
Staff Development Program 1987

Program	Number of Courses	Number of Participants	Days of Duration	Training Days
Advanced Public Speaking	3	11	2	22
Career Development For Women	2	35	3	105
Career Planning Process	1	15	3	45
Consulting Skills I	3	85	5	425
Consulting Skills II	2	45	6	270
Coping with Stress	1	18	2	36
Dealing With The Public	6	97	2	194
Effective Public Speaking	7	63	2	126
Effective Writing Workshop	9	103	3	309
Essentials of Situational Leadership	6	92	3	276
E.M./S.M.	4	72	1	72
Financial Management	4	46	2	92
Human Resource Management	2	40	6	240
Human Rights Workshop	11	182	1	182
Positive Communication - Increasing Your Influence	8	82	3	246
Interpersonal & Organizational Skills For Clerical & Secretarial Staff	10	85	3	255
Interpersonal Communication	3	35	3	105
Logical & Creative Problem Solving	4	87	2	174
Management Development	6	60	5	300
Management, Leadership & Motivation	5	99	6	594
Managing Conflict	3	45	2	90
Managing The Decision Process	1	22	3	66
Managing The Planning Process	3	36	3	108
Managing The Unsatisfactory Performer	2	38	3	114
Managing Time	6	94	2	188
Meeting Skills	3	29	3	87

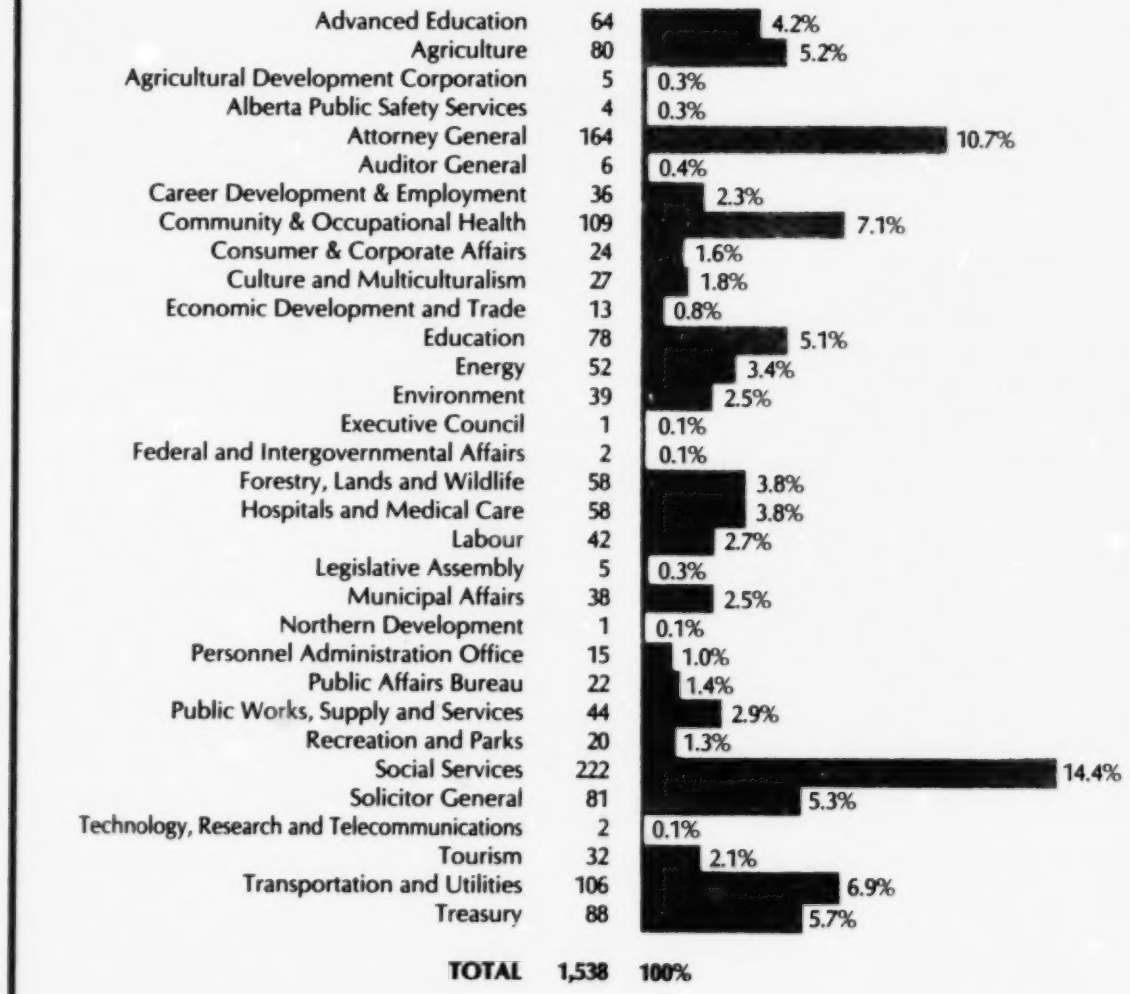
Staff Development Program 1987

Program	Number of Courses	Number of Participants	Days of Duration	Training Days
KEY MANAGEMENT DEVELOPMENT MODULES				
Module 5 — Performance Assessment	1	7	1	7
Module 8 — Improving Employee Performance	1	11	1	11
Module 9 — Understanding The Master Agreement	1	8	1	8
Module 10 — Taking Disciplinary Action	1	9	1	9
Module 12 — Problem Solving	1	8	1	8
On-The-Job Training Methods	2	18	3	54
Orientation For Managers	1	18	3	54
Personnel Seminar Series	1	14	1	14
Power & Productivity	3	58	3	174
Preparing For The Job Interview	2	16	2	32
Pre-Retirement Planning	9	114	2	228
Report Writing Workshop	1	21	2	42
Team Effectiveness	4	35	2	70
Women Entering A Management Role	1	16	4	64
Women Entering A Supervisory Role	8	122	4	488
Women Entering A Supervisory Role — Follow-up	1	19	2	38
Totals:	**153**	**2,110**	**112**	**6,022**

Distribution of Salaried Staff by Geographic Location December 31, 1987



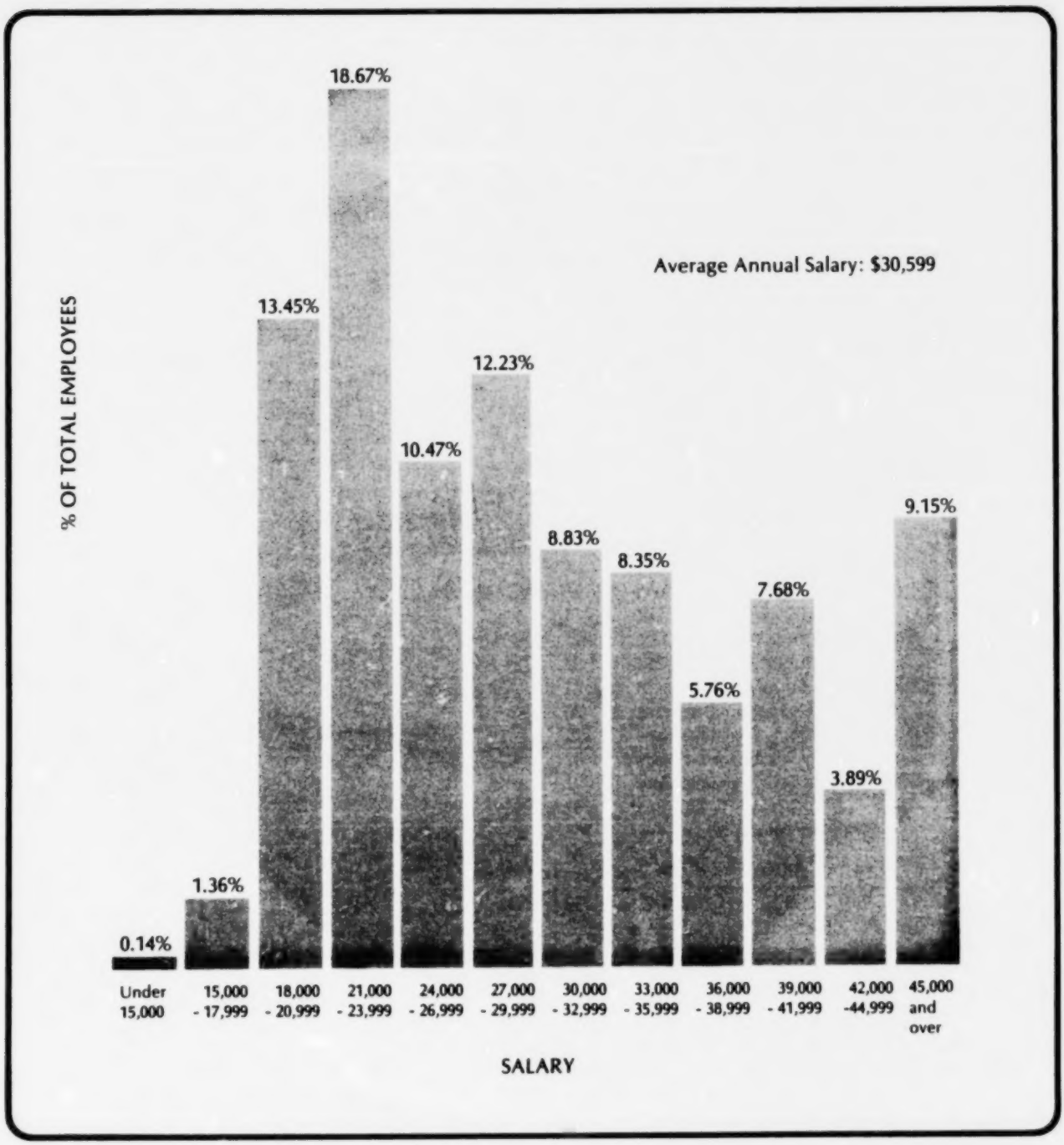
Percentage of Recruitment and Selection Competitions



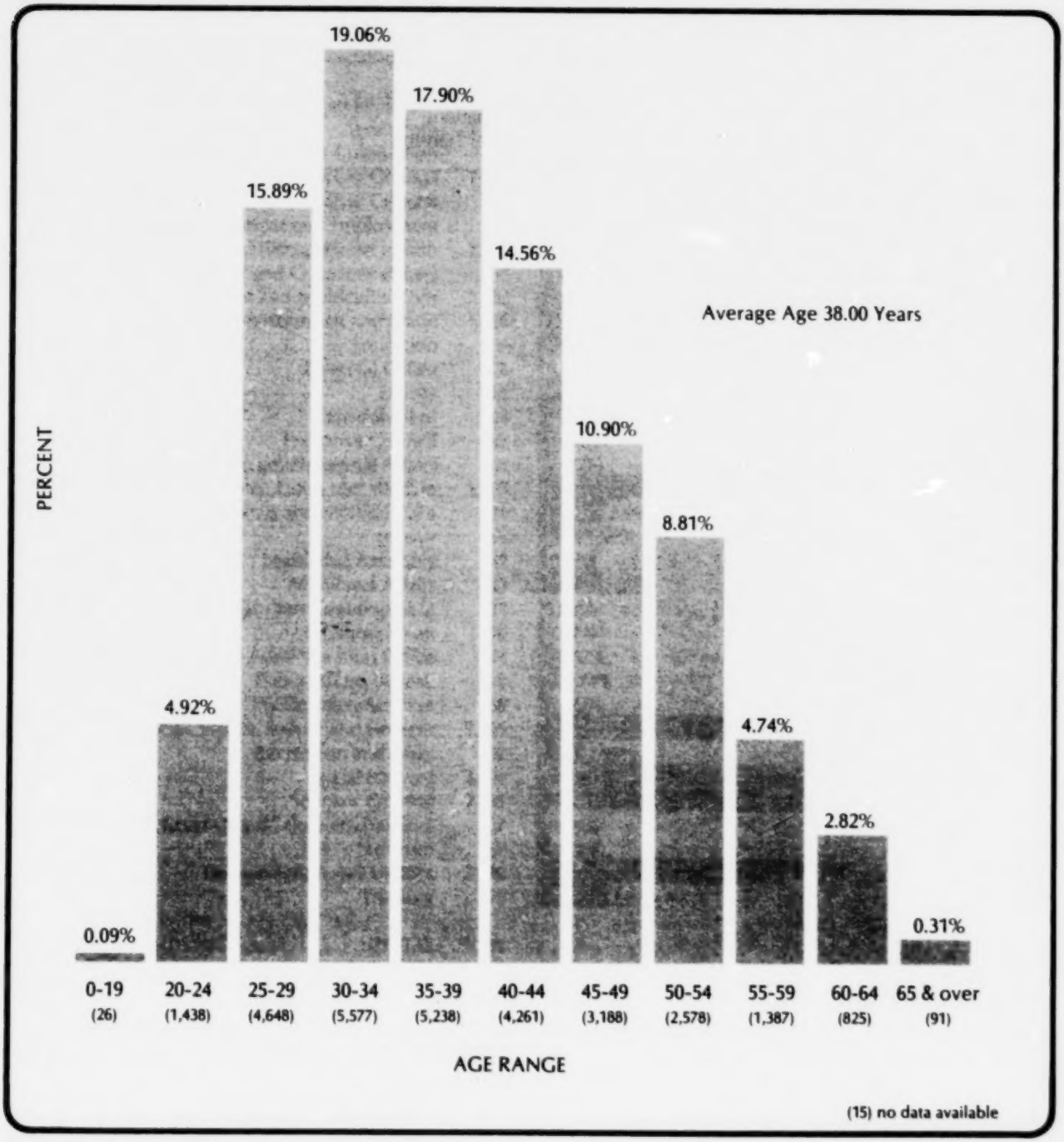
NOTE: Attorney General includes the Public Utilities Board.

CONDUCTED BY DEPARTMENTS IN 1987

Annual Salary Distribution of Permanent Full Time Employees December 31, 1987



Age Distribution of Salaried Employees December 31, 1987



NOTE: Numbers of employees shown in parentheses

Table of Personnel Transactions 1987

Management Position Classifications	Positions Reviewed	1,031
Employee Changes*	Commencements	1,845
	Terminations	4,989
	Internal Transfers	3,258

* Includes all salaried positions.

Distribution of Permanent Full Time Employees December 31, 1987

Advanced Education	572	2.26%
Agriculture	1,214	4.80%
Agricultural Development Corporation	151	0.60%
Attorney General	2,009	7.94%
Auditor General	102	0.40%
Career Development and Employment	412	1.63%
Community and Occupational Health	1,175	4.65%
Consumer and Corporate Affairs	298	1.18%
Culture and Multiculturalism	352	1.39%
Economic Development and Trade	206	0.81%
Education	656	2.59%
Electoral Office	6	0.02%
Energy	662	2.62%
Environment	968	3.83%
Executive Council	45	0.18%
Federal and Intergovernmental Affairs	56	0.22%
Forestry, Lands and Wildlife	1,538	6.08%
Hospitals and Medical Care	724	2.86%
Labour	496	1.96%
Legislative Assembly	42	0.17%
Municipal Affairs	713	2.82%
Northern Development	11	0.04%
Ombudsman	10	0.04%
Personnel Administration Office	144	0.57%
Public Affairs Bureau	188	0.74%
Public Safety Services	80	0.32%
Public Works, Supply and Services	2,195	8.68%
Recreation and Parks	492	1.95%
Social Services	3,944	15.59%
Solicitor General	2,369	9.37%
Technology, Research and Telecommunications	37	0.15%
Tourism	87	0.34%
Transportation and Utilities	2,598	10.27%
Treasury	739	2.92%
TOTAL	25,291	

NOTE:
Attorney General includes Public Utilities Board, Treasury Branches are not included, Environment includes Environment Council of Alberta.

Percentage of Non-Management Classification Transactions

TOTAL 6,407

CONDUCTED BY DEPARTMENT IN 1987